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Adoption of the report of the Committee on its fifty-eighth session

Draft report

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Addendum

Report(s) of the Joint Inspection Unit
(*Item 5*)

Results-based management in the United Nations development system: analysis of progress and policy effectiveness

1. At its 3rd meeting, on 4 June 2018, the Committee considered the report of the Joint Inspection Unit entitled "Results-based management in the United Nations development system: analysis of progress and policy effectiveness" (A/72/809) and the comments of the Secretary-General and those of the United Nations System Chief Executives Board for Coordination (CEB) thereon (A/72/809/Add.1).

2. The representative of the Joint Inspection Unit, Sukai Prom-Jackson, introduced the report of the Unit and responded to questions raised during its consideration by the Committee. The Director of the CEB secretariat introduced the report containing the comments of the Secretary-General and CEB and responded to questions raised.

Discussion

3. Several delegations expressed their appreciation for the report of the Joint Inspection Unit, including for its comprehensiveness and frankness. Several delegations noted its usefulness in highlighting the added value of results-based management to organizational effectiveness within the United Nations, as well as in providing a comprehensive account of challenges and constraints in the implementation of results-based management, which included the challenges and negative effects of funding the United Nations development system from extrabudgetary resources. A delegation expressed that view that the report was focused only on 12 United Nations system organizations and was outdated in the light

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of the recent adoption of a resolution on the repositioning of the United Nations development system.

4. Appreciation was expressed for the analysis of lessons learned in the context of results-based management provided in the report. Interest was expressed in having further information on how those lessons were being applied by the United Nations system entities.

5. Questions were raised as to how the proposal by the Secretary-General for the repositioning of the United Nations development system to deliver on the 2030 Agenda for Sustainable Development would affect results-based management mechanisms, and how the report was related to the most recently adopted resolution on the quadrennial comprehensive policy review. It was pointed out that context-specific results frameworks for implementing the 2030 Agenda would require dialogue with Member States.

6. Some delegations emphasized that clarity and transparency in interpreting intergovernmental mandates was crucial for results-based management and that governing bodies should have flexibility in deciding on the basis for its implementation.

7. Several delegations expressed support for the recommendations and in some cases agreed with their thrust. Some highlighted recommendation 7, by which inter-agency bodies working on accountability reforms were requested to conceptualize and develop a collective accountability framework that was fit for collective impact, as required for results-based management and the implementation of the 2030 Agenda, and emphasized its importance for collective accountability around common outcomes within the United Nations system and with development partners. Some delegations indicated that that was an important consideration for the Economic and Social Council. A delegation also pointed out that accountability systems varied according to the United Nations system organization concerned, meaning that one common model of accountability might not suit all. The potential role of the Secretary-General in that regard was questioned.

8. Concerning recommendation 2, regarding the establishment of a backbone support function to ensure that the vast range of innovations introduced in results-based management across the United Nations system was captured and supported, assessed for value and shared for adoption system-wide, a delegation noted that that must be done with the agreement of the respective executive boards.

9. Concerning the formulation of the recommendations, a view was expressed that they were too conceptual and theoretical. It was suggested that they should be more concise and practical to enable them to be implementable and understandable by the public at large.

Conclusions and recommendations

10. **The Committee reaffirmed that one of its key mandates was to assist the Economic and Social Council and the General Assembly on coordination questions. In that regard, it recommended that the Assembly urge the Joint Inspection Unit to continue its efforts to introduce relevant reports to the Committee and give due consideration to the Committee's mandates when preparing its programme of work.**

11. **The Committee recommended that the General Assembly take note of the report of the Joint Inspection Unit entitled "Results-based management in the United Nations development system: analysis of progress and policy effectiveness" (A/72/809) and that it encourage the Unit to continue to produce high-quality reports.**

12. **The Committee recommended that the Secretary-General, in his capacity as Chair of CEB, bring to the attention of the Board the recommendations contained in the report of the Joint Inspection Unit for its consideration.**

13. **The Committee emphasized the need for the implementation of all the recommendations of the Joint Inspection Unit that had previously been endorsed by intergovernmental bodies and recommended that the General Assembly request the Secretary-General to invite the executive heads of the participating organizations to continue to provide information to the relevant intergovernmental bodies on the status of implementation of the Unit's recommendations addressed to them.**

14. **The Committee recalled that results-based management must reflect intergovernmental mandates and, in that regard, underlined the need for transparency with regard to how those mandates were incorporated into results-based management frameworks.**

15. **The Committee underlined the importance of dialogue with Member States regarding the impacts of the 2030 Agenda for Sustainable Development and the repositioning of the United Nations development system on results-based management frameworks throughout the system.**

16. **The Committee emphasized that results-based management should focus on outcomes in the light of the risks inherent in focusing on outputs and requested the Secretary-General, in his capacity as Chair of CEB, to encourage the executive heads of the United Nations organizations to report systematically to their respective governing bodies on specific outcomes achieved in relation to the organizations' support for the implementation of the 2030 Agenda.**

17. **The Committee stressed that it was important for the organizations of the United Nations system to work on enhancing accountability and transparency, within their respective mandates and governance structures, and requested the Secretary-General, in his capacity as Chair of CEB, to encourage the organizations to continue to coordinate their work, to the extent possible, in enhancing their accountability frameworks in relation to their support for the implementation of the 2030 Agenda.**